



# WHAT WE ARE TRYING TO ACCOMPLISH

- Learn how to develop subordinates according to the dimensions that define effective leadership.
- Improve skills for using the observe, assess, coach, and counsel (O/A/C/C) model.
- Inspire ourselves to become committed to leader development.



# HOW WE ARE GOING TO ACCOMPLISH IT

- Apply the observe, assess, coach, and counsel model to classroom exercises.
- Develop an assessment summary by combining multiple assessments and determining overall strengths and weaknesses, potential causes, and potential actions.



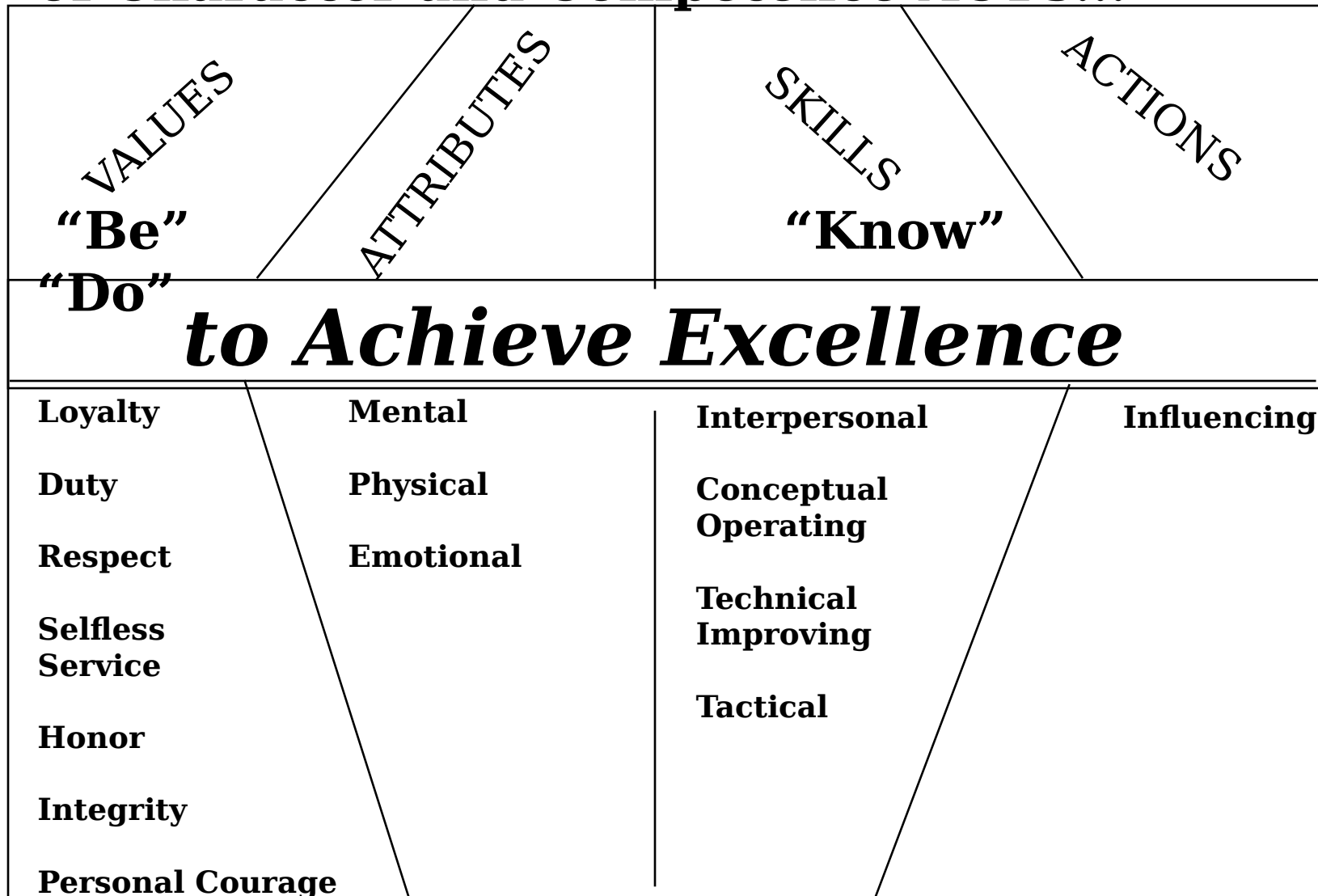
# TERMINAL LEARNING OBJECTIVE

- **TASK:** Employ assessments to develop a subordinate.
- **CONDITION:** As a squad leader given instruction about emerging leadership doctrine and Army leadership policy and given FM 22-100.
- **STANDARD:** Conducted a formal evaluation of a subordinate for leadership development IAW FM 22-100 within the specified time.



# THE LEADER

of Character and Competence ACTS...





# Army Values

**FM 22-100 states the following:**

**Loyalty:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.

**Duty:** Fulfill your obligations.

**Respect:** Treat people as they should be treated.

**Selfless Service:** Put the welfare of the nation, the Army, and your subordinates before your own.

**Honor:** Live up to all the Army values.

**Integrity:** Do what's right, legally and morally.

**Personal Courage:** Face fear, danger, or adversity (Physical or Moral).



# Attribute

**S**

**Will  
Self Discipline  
Initiative  
Judgement  
Confidence  
Intelligence  
Cultural Awareness**

**MENTAL**

**Health Fitness  
Physical Fitness  
Military Bearing  
Professional Bearing**

**PHYSICAL**

**Self-control  
Balance  
Stability**

**EMOTIONAL**

**“BE”**



# CULTURAL AWARENESS

- Mental attribute of a leader.
- Leaders should focus on the similarities and differences between individuals.
- Leaders need to make use of the different talents that individuals with different backgrounds bring to the team.



# Skills

“KNO

**Interperson  
al**

**Technic  
al**

**Conceptu  
al**

**Tactic  
al**







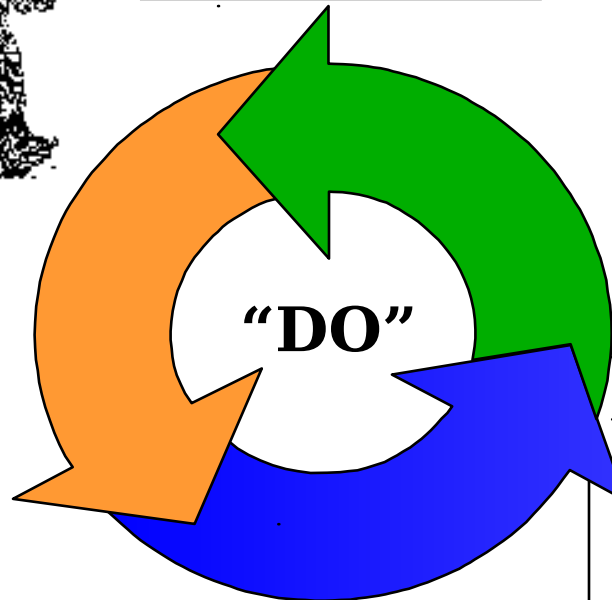
# Leader Actions



Improving  
*Developing  
Building  
Learning*



Influencing  
*Communicating  
Decision  
Making  
Motivating*



Operating  
*Planning  
Executing  
Assessing*





# LEADERSHIP CORE DIMENSIONS

*Leaders of character and competence . . .*

*Act to achieve excellence by providing purpose, direction, and motivation*

<b>Values “Be”</b>	<b>Attributes “Be”</b>	<b>Skill “Know”</b>	<b>Actions “Do”</b>		
Loyalty	Mental	Interpersonal	Influencing	Operating	Improving
Duty					
Respect		Conceptual	Communicating	Planning Preparing	Developing
Selfless Service	Physical				
Honor		Technical	Decision Making	Executing	Building
Integrity	Emotional				
Personal Courage		Tactical	Motivating	Assessing	Learning



# TRANSLATING DIMENSIONS TO OBSERVATIONS

(+)

(-)

## **VALUES (INTEGRITY)**

He's truthful, even if in trouble.      He lies under pressure.

## **ATTRIBUTES (MIL BEARING)**

Appearance alone inspires.      Bad uniform, no energy.

## **SKILLS (TECHNICAL)**

Sticks to and uses TLPs.      Cannot use computers.

## **ACTIONS (DEVELOPING)**

Takes college classes.  
homework.      Blows off school and



# COACHING

Step 1 - Observe and record leadership actions.

Step 2 - Assess and compare what you see to performance

indicators; classify the observations to determine if the behavior exceeds, meets, or fails to meet the standard.

Step 3 - Coach the subordinates - tell the subordinates

what you saw and give them a chance to

assess

themselves.



# COACHING AND PROVIDING FEEDBACK

- Be knowledgeable of the leadership dimensions.
- Be able to communicate your thoughts.
- Be trustworthy.
- Be positive.
- You are a facilitator; you may not have all the right answers. **Don't give off the cuff answers.**



# COMPLETE AN ASSESSMENT SUMMARY

- Use the Developmental Counseling Form; attach applicable assessment reports.
- Summarize the ratings by dimension.
- Identify overall strengths and weaknesses.
- Identify potential cause(s) for weaknesses.
- Identify potential action(s) to maintain strengths and address areas that require improvement.



# DEVELOPING SUBORDINATES

Step 1 - Observe and record leadership actions.

Step 2 - Assess and compare what you see to performance

indicators; classify the observations to determine if the behavior exceeds, meets, or fails to meet the standard.

Step 3 - Coach the subordinates - tell the subordinates

what you saw and give them a chance to assess

themselves.